

Health and safety in the workplace

Focus on health and safety in the workplace is one of Salini Impregilo's fundamental values. It has a BH OHSAS 18001 certified health and safety in the workplace management system, which defines the main processes, roles and specific responsibilities to achieve its objectives and implement its safety policies.

During 2017, the overhaul of the Corporate Quality, Health, Safety and the Environment (QHSE) Unit led to its organisational restructuring to better meet management's following objectives:

- Ensuring coordination of the HSE Management System activities to be of use to HSE teams at work sites;
- Encouraging a change in the HSE culture through a competence centre to develop policies;
- Setting up a technical safety unit to further integrate health and safety aspects within engineering processes;
- Set up a corporate health unit to monitor contracts;
- Ensuring continued health and safety operating support to the contract work sites.

The main risk the Group is exposed to in this respect is partial non-compliance with the relevant regulations with the resulting potential impact on its workers, in terms of professional illnesses and injuries,

and on itself in terms of potential sanctions. Changes in regulations and external factors tied to the operating context (e.g., climate, social, cultural factors) are the main sources of risk for the Company.

Specifically, workers are exposed to various types of risks that could affect their health and safety based on the geographical location of each operating unit and their specific activities. Each office and work site has the following measures to manage these risks:

- Identification and assessment of the exposure to the risk;
- Identification of the persons at risk;
- Identification of control measures to reduce the risk;
- Monitoring work areas to check that control measures are in place and effective;
- Making employees aware of these risks through information, training and communications.

These measures are regulated by internal guidelines and procedures, which include, inter alia, the documentation each operating unit is required to have, comprising the risk assessment document, operating safety plans, emergency and evacuation plans, fire prevention and control plans and first aid plans.

The Employer and downstream (in line with the proxy system) the managers, officers and workers shall ensure that health and safety management measures are in place. Specialist teams ensure their management in each operating unit. Specific attention is given to training employees about specific duties and the operating controls over work processes, performed either directly by Group's employees or subcontractors' staff.

Employees may also use the whistleblowing system described in the section on "Anti-corruption" to make notifications about health and safety issues or they may use the other available channels at group level (e.g., reporting to their superior) or work site level (e.g., the workers' representatives, post boxes, grievance mechanisms).

The Corporate QHSE Unit regularly performs specific audits of the safety measures in place at the Group's work sites and assesses

application of the internal health and safety in the workplace regulations. As described in the section on “Remuneration”, the Company has a system to assess performance in terms of health and safety for its managers which rewards dedication and the results obtained by the relevant units and units over which they have influence.

The Company continued the Safety Builders programme in 2017 to encourage a strong corporate safety culture, based on strengthening leadership abilities at all management levels.

This programme, developed as part of a more wide-reaching safety communication strategy, Valyou - Our Health and Safety Way, was launched in December 2017 by the CEO and the Group’s senior management team. Their objective is to encourage strong commitment from the top which will be transmitted throughout all organisational levels.

Salini Impregilo has designed and developed the programme to identify the most appropriate tools to understand and alter behaviour by encouraging prudence and dissuading conduct deemed dangerous to safety. It specifically created the programme to develop the safety leaders within the Company as they are the interface between health and safety leadership and an effective safety culture throughout the organisation. The programme includes interrelated actions that develop gradually in three stages using a top-down approach.

The Company’s main workplaces celebrated the World Day for Safety and Health at Work during the year involving more than 200 employees in the Rome and Milan offices in Italy and over 3,700 people at roughly 25 group work sites which carried out programmes designed to meet the specific requirements of the operating units.

The “Monthly Best Site HSE Award” continued for the project to build Line 3 of the Riyadh metro (Saudi Arabia) during the year. Every month, the project team (including the subcontractors) that achieves the best HSE results is rewarded. This project has also received external recognition, such as three “Health and Safety Awards” from RMTC (the client’s engineering consultant) and a “Best HSE Performance” award which is assigned monthly by the client to the

best performing consortium of those involved in building the metro projects in Riyadh.

Other projects in the Middle East, like the Red Line North Underground in Doha (Qatar) and the airport projects in Dubai (Al Maktoum) and Abu Dhabi also clocked up significant results in terms of the hours worked without injuries during the year.

The injury rates are set out below covering both the Group's employees and those of its subcontractors.

FREQUENCY RATE (FR)	Unit	2016	2017
Africa	FR	12.28	6.59
Central and South America	FR	12.56	9.96
North America	FR	1.47	0.83
Europe	FR	13.27	15.75
Middle East, Asia and Oceania	FR	1.10	1.03
Global	FR	7.34	4.76

Note: Reference should be made to the section "Methodology for reporting non-financial information" for details of how the rate is calculated.

LOST DAY RATE (LDR)	Unit	2016	2017
Africa	LDR	0.13	0.03
Central and South America	LDR	0.12	0.10
North America	LDR	0.06	-
Europe	LDR	0.33	0.41
Middle East, Asia and Oceania	LDR	0.02	0.02
Global	LDR	0.10	0.06

Note: Reference should be made to the section "Methodology for reporting non-financial information" for details of how the rate is calculated.

During the year, the Company's commitment to this issue allowed it to achieve significant results with decreases in both rates: 35% for the frequency rate and 38% for the lost day rate.

Salini Impregilo guarantees protection of its workers' health in the workplace with a special internal healthcare unit, which schedules preventive procedures, health checks and healthcare monitoring programmes. It also performs regular checks of the work sites and makes sure they are provided with the relevant information to ensure that safety conditions are in line with the applicable legislative requirements.

When adequate local healthcare units are not available, the Company sets up work site medical clinics which offer 24-hour healthcare assistance and outpatient services to direct and indirect employees as well as their family members residing in the work site accommodation. The Group ensures that the local populations are also provided with healthcare assistance for all acute or serious problems in remote areas not served by public healthcare units (reference should be made to the section "Social aspects" for more information).